

FOURTEENTH ANNUAL REPORT
OF THE
NEW JERSEY STATE HOSPITAL AT ANCORA
FOR THE PERIOD ENDING JUNE 30, 1968

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Harry H. Brunt, Jr., M.D.
Medical Director and
Chief Executive Officer

NEW JERSEY STATE HOSPITAL AT ANCORA

REPORT OF THE BOARD OF MANAGERS

To: Lloyd W. McCorkle, Ph.D.
Commissioner
Department of Institutions and Agencies

This is the fourteenth Annual Report of the Board of Managers of the New Jersey State Hospital at Ancora.

At the Board's election of officers in July Everett L. Jones, Esq., and Carl N. Ware, M.D., were re-elected to second terms as president and vice-president, respectively.

The Board Members express deepest appreciation to the hospital's body of employees whose dedicated teamwork brought a truly outstanding quality of service to the patient population throughout the year. The unsurpassed devotion and loyalty of the Ancora staff led to another year of maintaining high standards in patient care and treatment, consistent with Ancora's philosophy of endeavoring to bring the best medical services possible to the community it serves.

The major thrust of the Board's efforts during the year was in the direction of several, specific areas of deep concern to them. Of high significance was the members' continued stress on the importance of increased salaries for the medical staff and, especially, the Medical Director of the hospital. The exemplary professional service furnished by the Medical Director and his staff of physicians was known. Known to the Board, moreover, was that it could not sit back securely expecting to retain these physicians' invaluable services very long at the insufficient and non-competitive salaries available. The Board concentrated on constantly urging a more appropriate and realistic salary schedule which would be consistent with the authority and responsibilities delegated to these key professionals of a major mental hospital.

Another point of great concern to which the Board addressed itself repeatedly during the year was the need for the appropriate State officials to give attention to implementing a study leading to the State-employed physicians being provided adequate liability coverage by the State of New Jersey. The Board gave --- and will continue to give --- increased support and encouragement for the adoption of such a program, in view of the fact that a so atypically high number of malpractice suits in the State of New Jersey has resulted in insurance companies greatly reducing or not renewing liability coverage for physicians in this State.

A matter of serious concern upon which the Board understandably focused much attention during the past year was the transfer of patients from the Vroom Building to Ancora. Repeatedly the Board expressed strong opposition to those transfers from the criminally insane unit which bore a disservice to not only the transferred patient, but also to this hospital and the community surrounding it.

Over the last year much of the Board's time was utilized in endeavoring to ascertain factors underlying the relatively low profits coming from the operation of the hospital's commissary, the Anorage. Efforts were directed toward effecting better management and toward making it more attractive. Hopefully these continuing efforts will eventually be reflected in steadily increasing profits from this enterprise.

Consistent with its recognition of the importance of voluntary, community services provided the patients, the Board made its sixth annual presentations of Humanitarian Awards for the most outstanding contributions. In a time when young people's fine donations of service have, too often, not been properly recognized, the Board made awards to the student bodies of Edgewood Regional High School and Moorestown Friends School, as well as to the Class of 1969 of Cherry Hill West High School.

On November 15, 1967 the Board held Judges Day to which judges from Ancora's catchment area were invited. Held to better acquaint members of the judiciary with the hospital and its programs, this tour-discussion-dinner event was attended by thirteen judges and proved to be very successful.

Having long recognized the Medical Director's distinguished record of proven ability and outstanding accomplishment --- both in this hospital and in the professional organizations to which he belongs --- the members of the Board proudly recognized the honor which Dr. Harry H. Brunt, Jr., brought to Ancora and the State of New Jersey this year upon his election to the office of President-elect of the Association of Medical Superintendents of Mental Hospitals.

The Board deeply regretted that a Charter Member of Ancora's Board of Managers resigned, for reasons of health, as of July 14, 1967. Having served on the Board since her appointment in January 1954, Mrs. Doris H. Walton left the members an inspiring legacy of understanding, vision and leadership, as exemplified by her two terms as President from July 1962 through June 1964. Appointed to fill Mrs. Walton's unexpired term until June 30, 1968 was Mrs. Joan P. Berry of Bridgeton.

The close of the year brought the re-appointment of the following members for three-year terms: Mrs. Berry; Mrs. Ruth J. Madara of Salem; and Tevis M. Goldhaft, D.V.M. of Vineland.

Respectfully submitted,

Everett L. Jones, Esq., President

Carl N. Ware, M.D., Vice President

Mrs. Ruth J. Madara

Mrs. Bryant W. Langston

Mrs. Joan P. Berry

John S. McQuade, D.D.S.

Tevis M. Goldhaft, D.V.M.

NEW JERSEY STATE HOSPITAL AT ANCORA

ANNUAL REPORT 1967-68

The State of New Jersey must "stop shaking the piggy bank" to finance the operation of its State hospitals. The "piggy bank" has too long been the woefully inadequate, financial resource which is so mistakenly expected by those who hold the purse strings to effect the greatly needed programs of treatment, care and training in these hospitals.

It is this "piggy bank" financing, with its built-in shortsightedness and false economy, that now threatens to plunge Ancora's programs into critical regression --- a sad sequel to more than a decade of demonstrated and dramatic progress, as well as widely recognized achievements in serving the citizenry of southern New Jersey.

This expression of dire need for increased budgetary support is certainly not based upon idealism. It is based upon practical thinking --- the ideation that emanates from a background of long, practical experience in the administration of a State mental hospital. Such experience dictates that practicality must necessarily be an integral part of any reasonable quest for increased appropriations.

Ancora's urgent plea for added budgetary support is neither fanciful nor utopian in nature. Ancora adheres to practicality in endeavoring to attract necessary funds. Ancora hopes --- yes, expects --- that such realism and basic understanding be utilized by those in the State government responsible for appropriating and allocating funds. Significantly apropos are the words of a "practical thinking" philosopher, Aristotle, who --- some 2300 years ago --- stated:

"To give away money . . . is an easy matter and in any man's power, but to decide to whom to give it and how large and when and for what purpose and how, is neither in every man's power nor an easy matter. Hence it is that such excellence is rare, praiseworthy and noble".

Ancora has reached a critical stage in its history and that "such excellence", however "rare", is pressingly needed now in giving this hospital the necessary, increased funds to maintain its high level of patient care and treatment. The need is now --- for the hospital stands on the brink of program recession.

The need is now --- but what is needed, for the most part, has been requested repeatedly before. To be practical in seeking essential financial support for meeting needs of a "crisis-prevention" nature is to reiterate prior discussions of those needs. It seems only appropriate and indicated to refer back to Ancora's report of last year to echo the "cry for help" which went largely unanswered. It is with this in mind that an excerpt from that report is repeated here; referred to is the RESOLUTION ON THE IMPORTANCE OF SUSTAINED OR INCREASED SUPPORT OF MENTAL HEALTH PROGRAMS, passed by the Council of the American Psychiatric Association in May 1967, as follows:

"In the face of a constantly growing population, the fifty states have accomplished a steady and substantial reduction in the numbers of persons in their mental hospitals. This decline, which began in 1954 and has continued in each succeeding year, has been accomplished both by increased expenditures by state governments and by new methods of treatment, improved staff-patient ratios, greater emphasis on prevention of mental illness, and the support afforded new community-based facilities that provide outpatient treatment and post hospital follow-up care.

"These changes have so substantially altered the operating procedures of public mental hospitals that it is no longer possible to base their financial needs on the number of beds occupied by patients. Many mental hospitals have been actively involved in the planning and delivery of community-based mental health services. For many public mental hospitals the treatment of inpatients is only one part in a continuum of services which have as their aim the management of patients in the community. Many have initiated pre-admission screening programs which have obviated the need for hospital treatment, while others have supervised discharged patients and thereby have greatly reduced the number who suffer a relapse.

"These accomplishments are impressive. Yet when we view the decline in patient census in the face of a steadily growing number of admissions it becomes evident that more patients are in fact being served in these hospitals but are staying for a shorter time. This desirable result can come about only through intensive treatment, which calls for a staff larger and more skilled than that needed in custodial programs.

"The demands of progress make it essential that the momentum already gained be continued. The evidence is ample that public mental hospitals are operating more effectively today than ever before in their history. The American Psychiatric Association urges all citizens with concern for the mentally ill and the mentally retarded to press for continued and increased support for these programs in order that this enlarged mission may be fulfilled."

The foregoing statement is re-quoted in this year's report because --- as stated last year --- "it so fittingly applies to the background and nature of Ancora's success to-date and because it so suitably serves as a back-drop of general justification for the hospital's request for continued and increased support."

Much has been said in recent years about "crisis prevention" programs as components of community mental health centers. Certainly this is an important facet of serving the mental health needs of the community. It is high time, however, that a "crisis prevention" program of increased funding be applied to the State hospital.

High priority must be given to meeting the crisis which has been reached in the medical staffing of this hospital. Increasing admissions --- higher again during 1967-68 --- and necessarily expanded programs have pushed Ancora's medical staff to the very limit of the the professional service they can provide. Overworked and underpaid, the ranks of trained psychiatrists at this hospital have become almost depleted over the past several years and the recruitment picture is bleak, at best.

The inescapably dismal fact is that only 9 trained psychiatrists have been hired at Ancora since 1964 while, during the same period, 22 have terminated their employ here. Actual specifics concerning this exodus are that Ancora has hired only 3 Clinical Psychiatrists II and 6 Clinical Psychiatrists IV in those four years. On the other side of the ledger, Ancora has lost 1 Clinical Psychiatrist I; 7 Clinical Psychiatrist II; 2 Clinical Psychiatrist III; 10 Clinical Psychiatrist IV; and 2 Psychiatric Residency graduates. Of the 22 who left, 12 were Ancora-trained psychiatrists. The extremely unfortunate factor underlying these terminations has been perennially low and noncompetitive salaries --- reflecting occasional increases which were too little and too late.

Ancora has trained good psychiatrists and neither the hospital nor the State of New Jersey can afford to lose such key professionals. Evidence of the quality of psychiatry represented is that two of the five successful candidates from New Jersey who passed their examinations in psychiatry at the December 1967 Board Examinations in New York City were graduates of Ancora's Residency Training Program. Highly significant, as well, is the fact that two of the three successful candidates from New Jersey who passed their examinations in psychiatry at the March 1968 Board Examinations in Los Angeles were graduates of Ancora's Residency Training Program.

Despite the above-discussed shortage of psychiatrists, Ancora has again performed outstandingly -- especially in view of the year's high admission rate. This hospital had a total of 2,842 "first admissions" and "readmissions from same State hospital" during the past fiscal year. This was the highest total, or 29.4%, of the four N. J. State Hospitals (Ancora, Greystone Park, Trenton and Marlboro). Among these hospitals Ancora also had the highest number of first admissions, 1,587. Notwithstanding this high admission rate, Ancora had the second lowest rate of readmissions, indicating the degree to which the over-worked staff pushed itself to meet the hospital's obligation to the mentally ill it served.*

The following is reiterated from last year's annual statement, as a practical measure, on the basis that the message was vital then and still is:

"More staff, higher salaries, expanded training -- these are essential factors in the hospital's constant endeavor to maintain a high level of patient care and treatment. These are necessary factors, as well, for intensifying our efforts in treating the adult psychiatric patient. Recent years have seen high budgetary priorities given to staffing for treating the children, the aged and the medical-surgical cases. Certainly a major area of program deficiency, as a result, is the treatment of the mentally ill adults, who make up the majority of the patient-population. To effectively combat this problem there must be considerably augmented support for providing the needed numbers of trained staff, so that the adult psychiatric patient can derive maximum benefit from hospitalization."

*See Tables I, II and III on pages 9, 10 and 11, respectively.

Another highly important request is repeated from that report:

"An integral part of this hospital is the Out-patient Department, the staff and functions of which must be expanded to meet the psychiatric needs of the southern New Jersey community. The full-time facilities in Camden and Atlantic City, combined with part-time clinics in Millville and Mount Holly, cannot begin to provide the services needed. With high caseloads of after-care patients, these units find it almost impossible to take referrals from the community. Support is greatly needed to expand outpatient services in Atlantic City and to establish Outpatient Departments in Burlington and Salem counties. With proper staffing each of these facilities could provide pre-hospital screening and intake evaluations, as well as therapeutic and follow-up services."

To the last quoted statement it must be added that the high caseload in the hospital itself, combined with the shortage of social workers, has made it necessary for us to utilize the services of Atlantic City and Camden Outpatient Department social workers in the Hospital Units several days each week. The lack of support last year for increased Outpatient Department staffing must be reversed immediately if we are to meet at least the minimum needs of serving the area's populace.

To extract from last year's discussion only points up the fact that last year's needs were not met and are still present:

"Providing the staff to meet the psychiatric needs of the hospital's population is exceedingly important. Our obligations do not stop there, however, in bringing progress to the total therapeutic programs. Much attention must be focused on the patients' needs in the area of physical environment, food, clothing and the amenities enjoyed by the community. The severe 'hospital look' must be replaced by attractive, colorful and interesting decor."

"Demanding high priority of attention is the clothing provided the patient. Presently supplied clothing, for the most part, brands the patient with an unmistakably 'institutional' appearance. Oft-times ill fitting and unattractive, the State-provided clothing has left much to be desired in encouraging the patient toward neatness and good-grooming. The purchase of attractive and practical clothing available on the market today could bring to our patients a wave of renewed enthusiasm for maintaining a good appearance. Of special significance is that relatively new variety of press-less clothing, which stays neater longer and would place greatly diminished demands on the hospital's laundry. Prime interest must be given to the broad spectrum of clothing purchases, especially in the area of reducing the purchase of State-made clothing, too often as expensive as superior clothing manufactured by private industry.

"Increasingly imperative is the need for widening the vistas of the hospital's food-service program for the patients. As evidenced by the shortage of funds to meet food needs during the past year, the insufficient budgetary allowances for food have posed a serious and pressing problem. These allowances must be liberally stepped up to cover the rising costs of food and to bring the diet up to recognized minimal standards of both quantity and quality. Budgetary support must go beyond this, however, and must provide such items as are basic to any dining table. Tablecloths, napkins, plate settings --- these must be afforded the patient to increase his dining pleasure and to remove demeaning aspects of his present dining environment. This hospital, furthermore, cannot rule out the need for having condiments on the dining tables and for having at least a limited choice of entrees available to the patient."

Practicality dictates that a discussion of Ancora's capital needs be excerpted from the writings of last year:

"As indicated in the hospital's Capital Budget requests, Ancora has critical needs, many of which have been annually justified over the past decade. Dormitories for patients must be converted into smaller units for 4 to 6 patients. A measure of privacy for the patients is highly therapeutic and must replace the obsolete concept of having huge dormitories for continual observation of large numbers of patients.

"Air conditioning is sought for the health and comfort of our patients. No longer can air-conditioning be considered a luxury. It is a vital component of any modern, health-producing environment and would contribute greatly to the well-being of psychiatric patients. Highly significant, as well, is the increased efficiency of personnel working in air-conditioned areas.

"This year, as in preceding years, the hospital requests that a chapel be built to provide an appropriate setting for the patients' religious worship. With the major faiths having services in the gymnasium over the years, it is understandable that the hospital stresses the need for a multi-faith chapel where the patient can worship in an atmosphere of devotion and dignity.

"Asked for every year is budgetary support for construction of a firehouse on the hospital grounds. Equipped to house the expensive fire-fighting equipment and to provide quarters for some employees, such a facility would assure better fire-protection for the lives and property entrusted to the hospital's care.

"Because of the remote location of the hospital and its relative inaccessibility by public transportation, the hospital has a distinct need for added housing facilities for professional staff. Requested is the construction of ten garden-type apartments which will enhance the recruitment of competent professionals in disciplines where critical shortages exist. Additionally requested for the same reason is the conversion of several two-bedroom houses to four-bedroom houses, thereby making these Edgewood housing units liveable for professionals with larger families.

"Major consideration must be given to having a new facility for the hospital's repair shops and mechanical storeroom, which are presently located in the basement of a patient-occupied building. The present location poses a threat to the safety of approximately 200 patients in the building, since the shops in this setting are a serious fire-hazard.

"Another capital need is the construction of a Vehicular Garage for the maintenance and repair of some 57 vehicles at the hospital. The surplus Quonset Hut now used will not even accommodate the larger vehicles, which resultingly have to be repaired outdoors. There is a great need for a garage which will add immeasurably to the safety and efficiency of this operation."

The last, but extremely important, capital need to be discussed here is a central water-treatment plant. Ancora does not presently have one and all water-treatment is done at each of the four wells used. This present operation produces erratic results in the amount of chemical added to the water and could be dangerous. Representatives from Rutgers University, Bureau of Construction and the Department of Institutions and Agencies have recommended the development of a central water-treatment plant for Ancora.

A closing echo from last year:

"The foregoing are but general highlights of the budgetary support sought by Ancora to more effectively meet our obligations to the citizenry we serve. The evidence is ample that this hospital is operating more effectively today than ever before. Ancora urges all citizens with concern for the mentally ill. . . . to press for continued and increased support for these programs in order that this enlarged mission be fulfilled."

* * * * *

Rated Capacity - - 1,880

Consistent with the gradual decrease effected in the hospital's rated-capacity over the past decade, there was a further decrease in this capacity over the past year. Originally rated for a capacity of 2,500, the hospital reduced the figure from 2,436 to 2,014 during 1966-67 and to 1,880 during 1967-68.

TABLE I

FIRST ADMISSIONS
and
READMISSIONS from SAME STATE HOSPITAL
to
FOUR NEW JERSEY STATE HOSPITALS
July 1, 1967 to June 30, 1968

New Jersey State Hospitals	First Admissions and Readmissions from Same State Hospital	% of Four-Hospital Total	First Admissions	% of Hospital's Admissions	Readmissions from Same State Hospital	% of Hospital's Admissions
ANCORA	*2842	29.24	**1587	55.84	1255	***44.16
Greystone Park	1947	20.03	1193	61.27	754	38.73
Trenton	2116	21.78	1124	53.12	992	46.88
Marlboro	2813	28.95	1432	50.91	1381	49.09
Four-Hospital Total	9718	100.00	5336	54.91	4382	45.09

* Ancora has highest total number of first admissions and readmissions from same State hospital.

** Ancora has highest number of first admissions.

*** Ancora has second lowest rate of readmissions.

TABLE II

DURATION OF STAY BEFORE DISCHARGE

FIRST ADMISSIONS July 1, 1966 - June 30, 1967

(Followed-Up to October 31, 1967)

Days Stay Before Discharge	Total State Hospitals (inc. N.P.I. & Brisbane)		Ancora		Greystone Park		Trenton		Marlboro	
	No.	%	No.	%	No.	%	No.	%	No.	%
Under 31 Days	2050	53.4	* 622	** 68.4	150	24.2	279	39.4	579	63.3
Under 61 Days	2960	77.1	* 779	** 85.6	365	59.0	441	62.3	744	81.3
Under 91 Days	3291	85.7	* 833	** 91.5	455	73.5	534	75.4	815	89.1
Under 121 Days	3466	90.3	* 858	** 94.3	509	82.2	587	82.9	851	93.0
121 Days & Over	3839	100.0	910	100.0	619	100.0	708	100.0	915	100.0
Total Discharges	3839	75.5	910	** 80.4	619	61.0	708	70.8	915	78.9
Deaths	574	11.3	130	11.5	172	16.9	110	11.0	151	13.0
Still Resident	669	13.2	***92	8.1	224	22.1	182	18.2	94	8.1
Grand Total	5082	100.0	1132	100.0	1015	100.0	1000	100.0	1160	100.0

*Ancora has highest number of patients discharged during period by any of the four State Hospitals.

**Ancora has highest rate of patients discharged during period by four hospitals.

***Ancora has lowest number of patients "Still Resident" among the four State Hospitals.

TABLE III

DURATION OF STAY BEFORE DISCHARGE

READMISSIONS July 1, 1966 - June 30, 1967

(Followed-Up to October 31, 1967)

Days Stay Before Discharge	Total State Hospitals (inc. N.P.I. & Brisbane)		Ancora		Greystone Park		Trenton		Marlboro	
	No.	%	No.	%	No.	%	No.	%	No.	%
Under 31 Days	2120	45.0	* 737	** 54.9	83	13.7	341	34.9	642	49.3
Under 61 Days	3309	70.2	*1034	** 77.0	316	52.3	541	55.4	981	75.4
Under 91 Days	3834	81.3	*1181	** 88.0	398	65.9	680	69.7	1115	85.7
Under 121 Days	4109	87.1	*1247	** 92.9	467	77.3	744	76.2	1181	90.8
121 Days & Over	4716	100.0	*1342	100.0	604	100.0	976	100.0	1301	100.0
Total Discharges	4716	85.5	*1342	** 90.9	604	72.7	976	80.0	1301	89.6
Deaths	116	2.1	33	2.2	21	2.5	23	1.9	38	2.6
Still Resident	682	12.4	*** 102	6.9	206	24.8	221	18.1	113	7.8
Grand Total	5517	100.0	1477	100.0	831	100.0	1220	100.0	1452	100.0

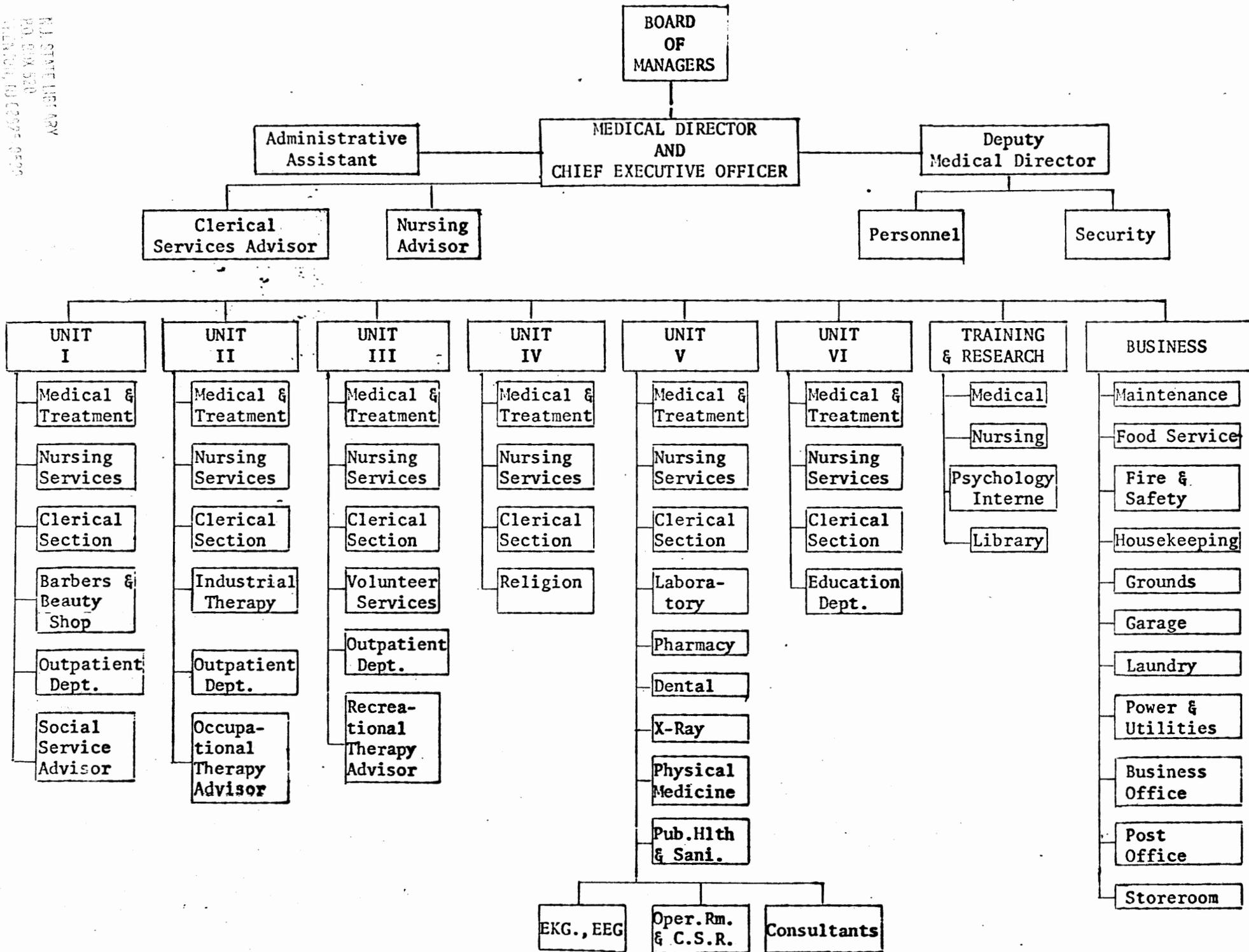
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TABLE OF ORGANIZATION - NEW JERSEY STATE HOSPITAL AT ANCORA

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HOSPITAL UNIT I

(Burlington County and outside Ancora catchment area)

During the 1967-1968 fiscal year Ancora State Hospital admitted 2,886 patients, which represents an increase of 265 over last year's total. Of this total 1,587 were first admissions, representing an increase of 136 over last year. There were 1,255 readmissions, which reflects an increase of 95 over last year's number. There were, additionally, 44 patients transferred in from other State institutions. There were no births during the year.

Of the hospital's 2,886 admissions, there were 16% admitted to Hospital Unit I (Burlington county and outside catchment area); 34% to Hospital Unit II (Atlantic, Cape May and Cumberland counties); 41% to Hospital Unit III (Camden, Gloucester and Salem counties); 6% to Hospital Unit V (Medical-Surgical); and 3% to Hospital Unit VI (Children's Unit).

Total additions to the hospital census during the year were 3,040, as follows:

First Admissions	1,587
Readmissions	1,255
Transfers-In	44
Births	0
Returned from Home Family Care	116
Returned from Unauthorized Leave	36
Returned from Medical-Surgical Treatment	2
	<hr/>
TOTAL	3,040

Total releases from the hospital census during the year, excluding deaths, were 3,088, as follows:

Discharged	2,520
Transfers-Out	63
Released to Home Family Care	268
Discharged from Home Family Care	129
Released to Unauthorized Leave	68
Released to Medical-Surgical Treatment	2
Released to Parole	2
Discharged from Unauthorized Leave	36
	<hr/>
TOTAL	3,088

The year's total number released on Trial Visit was 2,586.

As of June 30, 1968, there was a resident population of 1,431 patients, reflecting a decrease of 198 compared to June 30, 1967. The 1,431 patients were in residence in the 6 Hospital Units as follows:

<u>Hospital Unit</u>	<u>Number of Residents</u>	<u>Percentage of Resident Population</u>
I (Regionalized)	119	8%
II (Regionalized)	383	27%
III (Regionalized)	347	24%
IV (Geriatric)	439	31%
V (Med.-Surg.-Neuro)	88	6%
VI (Children)	55	4%
TOTAL	1,431	100%

The average daily resident population for Unit I was 1282.

Continued attention was given to the operation of the admission office and, resultingly, increased efficiency was effected in this area's activities. The implementation of several new procedures served to reduce the time utilized in the admission of a patient, thereby diminishing delay for community members accompanying those being admitted.

The Burlington County Clinic continued to function on a semi-monthly basis at the Burlington County Memorial Hospital until January, following which the clinic sessions were increased to three times per month. Served by a Clinical Psychiatrist and a Social Worker, both from Hospital Unit I, this clinic had 581 scheduled appointments and 424 patients were seen during the year. These figures reflect a 32% increase over last year's activities and the workload has become much too great for the present part-time operation. It is urged again this year that prime consideration be given to budgetarily supporting the establishment of a full-time Outpatient Department in Burlington county with a staff of Clinical Psychiatrist, Social Worker, Psychologist and clerical help. Under the present program, only discharged patients and Home Family Care patients can be seen, thus excluding others who need psychiatric services. Only through a full-time department can the hospital approach meeting community needs and the demands for screening new patients for the community, intake evaluations, follow-up and therapeutic services.

In the central occupational therapy setting of Hospital Unit I there were 720 patients accommodated for a total of 18,276 program-hours. The Unit's occupational therapy program on the wards showed that a total of 896 patients were contacted, both individually and in groups, with the visits ranging up to 45 minutes each. The Unit I recreational therapy program had a total patient-attendance of 7,244 in 145 scheduled activities.

In addition to performing in his advisory capacity, the Social Service Advisor had 374 patient, collateral and inter-agency contacts during the year. Contacts of similar types by Unit social workers numbered 1,379. The psychologist performed 79 psychological evaluations, as well as 127 psychotherapy and counseling sessions.

The Central Record Room was able to remain current in its work, despite its considerably increased workload. The Central Steno Pool, the Unit Record Room and the Unit Steno Pool continued in a current status in all of their clerical and filing duties. The Reception Desk continued to function smoothly after the implementation of a liberalized schedule of visiting hours on July 1. The schedule is as follows:

Units I, II, III and IV
1 P.M. to 8 P.M. daily

Unit V (Medical-Surgical)
10 A.M. to 8 P.M. daily -- Patients on
critical list allowed visitors at any time.

Unit VI (Children's Unit)
8 A.M. to 8 P.M. daily

HOSPITAL UNIT II

(Atlantic, Cape May and
Cumberland Counties)

This Unit of 480 beds had an average daily resident population of 411 during the past year. The number of geriatric patients admitted has increased, but fortunately the Unit was able to place a considerable number in boarding or nursing homes. More concentrated care was given to the male geriatric patients in Larch Hall. This was made possible by combining two wards for such things as medications and treatments; this resulted in better staffing of this area. Many chronic, female patients were transferred from closed to open wards, thus lowering the census on the closed ward. A remotivation program was established in Birch Hall for these chronic patients and, while this is a new program, it seems to be effective in creating an interest in participating patients.

A total of 4,052 patients were seen in the Outpatient Department --- 3,395 in Atlantic City and 657 in Millville. Cumberland and Cape May counties continued to be served one day a week at the Cumberland County Guidance Center in Millville. The total number of outpatient cases active as of June 30, 1968 numbered 402. The psychologist in the department reported 290 sessions of interviewing and counseling and, in addition, performed 59 psychological evaluations.

The Unit social workers had a total of 3,532 patient interviews, 710 contacts with relatives and 212 referrals to community resources. The assignment of one social worker to each inpatient building was combined with the social work supervisor providing consultation to outpatient workers and concentration to supervision and delivery of services to inpatient and Home Family Care patients. This has brought a more consistent type of service and has been reflected in increased pre-release social service for both short-term and long-term hospitalization cases. The Psychology Department performed 204 psychological evaluations. Group counseling was given to ten male patients one hour per week and to a total of 150 acutely ill women 1 - 1½ hours weekly in groups ranging from six to twelve. A male remotivation group met one hour weekly with an average attendance of six. Over the past year, approximately 100 chronically ill women met in groups of 8 - 17 for two hours per week; many of them have left the hospital after 10 - 30 years of hospitalization.

The Occupational Therapy Advisor worked closely with the staff in each of the Hospital Units to raise levels of performance and quality of rehabilitation. Of submitted art works by mentally ill patients in the United States four works completed by Ancora patients were selected to be among the 35 works exhibited at the American Psychiatric Museum which opened in Washington, D.C. in September 1967. Deposits to the occupational therapy revolving fund amounted to \$2,622.20 derived from the sale of projects completed in the program. A total of 485 patients participated in the Unit occupational therapy program, with a total of 17,462 hours being provided. A Homemaking Program was started in Birch Hall during the past year and continued to develop and progress. Patients were referred to this program from Hospital Units I, II & III to develop or re-learn homemaking, as well as good grooming.

Recreational therapy activities for the Unit numbered 315 and there was a total patient-attendance of 15,952 at the various activities conducted. During the year there were 1,056 patients on assignment in the industrial therapy program; these included 460 women and 595 men. There were 631 patients newly assigned during the year.

HOSPITAL UNIT III

(Camden, Gloucester and Salem Counties)

The average daily resident population was 354 during the past year. Unit III had 1,175 admissions during the year; this was the highest number of admissions of any of the Hospital Units at Ancora.

The Camden Outpatient Department conducted 2,566 interviews during the year. The total number of cases opened was 411 and the number of cases closed was 413.

Social Service reported 1,273 patient contacts for the year; in addition there were 1,761 collateral contacts and 1,140 consultations. The Psychology Department performed 127 psychological evaluations as well as 672 psychotherapy and counseling sessions. In the occupational therapy program 517 patients participated for a total of 19,990 hours. The Recreational Therapy Advisor reported a total of 3,635 recreational therapy meetings at Ancora and a total patient-attendance of 116,038. The Unit III recreational therapy activities numbered 406 with a patient-attendance of 16,578.

Included in the 7,012 hours of service provided by the Ancora Volunteer Services were 142 Canteen Cart trips which brought sales of \$13,381.29. The Volunteers' varied activities also included providing clothing to 1,294 patients from the hospital and from the Home Family Care Program. This organization received a total of \$2,590.40 from the annual bazaar, Moorestown Charity Day Sales, contributions and membership dues. During the year they disbursed a total of \$2,458.32 which was used mainly for patient treats, prizes, grooming items, clothing and transportation fares.

HOSPITAL UNIT IV

(Geriatrics)

The average daily resident population was 505 during the past year in this 501-bed Unit. At the end of the fiscal year there were 439 patients in residence in this Unit, compared to 583 in residence as of June 30, 1967; this represents a reduction of intrahospital transfers involving hospital Unit V (Medical-Surgical Unit) included 225 transfers-in and 134 transfers-out.

The Public Health Service Grant for Treatment and Rehabilitation of Geriatric Patients was awarded for the second year in the amount of \$90,201.00. The recruitment of staff and ordering of supplies and equipment was carried out during the year. A physician to serve as Project Director for this program will start on July 8, 1968 and it is expected that the program will be under way in September 1968.

The Social Service Department had 340 patient interviews and 295 collateral contacts. The total number of Unit IV patients who participated in the occupational therapy program was 100; the participation reflected 12,670 patient-hours, with a daily average attendance of 38 patients. In the recreational therapy program there was a total of 299 meetings with a total patient-attendance of 13,692. The hospital chaplains conducted scheduled religious services throughout the hospital Units, as well as having administered to other religious needs of the patient population.

HOSPITAL UNIT V

(Medical-Surgical-Neurological)

The average resident population was 86 during the past year.

The Laboratory reported a total of 67,321 tests. There were 339 deaths, including 49 Medical Examiner's cases. The autopsy rate was 47.5%. The Pharmacy filled 29,641 prescriptions. There were 5,799 patient-visits recorded by the Dental Department. In the Physiotherapy Department there were 7,738 treatments administered to 525 patients.

The Electroencephalography Clinic performed 5,666 electrocardiograms, 458 electroencephalograms and 3 Basal Metabolism Rates; the total represented an increase of 849 tests over the previous year. In the X-ray Department 14,650 exposures were made on 6,670 patients and 841 employees. This latter department had the benefit of an automatic film processor during the last month of the year and this new equipment has already demonstrated its time-saving value.

The Operating Room reported 70 major and 77 minor operations; there were 10 emergency operations. The total anesthetics administered was 920. The Ophthalmologist treated 821 patients and 218 patients were seen by the Optician. A total of 3,184 patients were seen in the various other medical specialty clinics. The past year saw the addition of a recreational therapy employee to this Unit and this has aided considerably in the rehabilitation of the medical-surgical patients.

HOSPITAL UNIT VI

(Children)

The Assistant Medical Director became a diplomate in psychiatry upon successfully completing examinations conducted by the American Board of Psychiatry and Neurology in December 1967. Throughout the past year he continued as Ancora's Chairman of the Utilization Review Committee and of the Medicare Sub-Committee.

The average daily resident population in this Unit was 51 for the past year --- 11 girls and 40 boys. There were 79 admissions, including 66 first admissions and 13 readmissions. Also 79 in number, the releases for the year included 77 discharges and 2 transfers-out.

Staff was increased in virtually every department during the year and resulted in programs being markedly upgraded. Staff additions including a full-time pediatrician who started in January 1968. It was possible during the year to begin accepting all hospital admissions between ages 5 and 17 years. Started, as well, was a post-hospitalization clinic service for those discharged children unable to be accepted

by community clinics or coming from areas with no available psychiatric services. Begun in June 1968 was a "Foster Grandparents" program, arranged through the Office of Economic Opportunity in Atlantic City.

Through the Federal Elementary and Secondary Education Act (Title I), a total of \$27,439.00 made possible increased staffing and purchasing of educational and recreational equipment. The Title II award of \$133.50 was utilized for library resource books and audio-visual aids.

The Education Department had a total of 86 students during the year. A "Summer School" program was operated for the first time to provide remedial work for those who could benefit from it. This latter program proved helpful in maintaining continuity in the education program and in upgrading skills which might have been lost otherwise.

Among the activities of the Social Service Department were 352 interviews with patients, 314 with relatives and 286 with community agencies. The Psychology Department performed 92 psychological evaluations, as well as 178 psychotherapy and counseling sessions.

A total of 103 patients was admitted to the occupational therapy program which provided 5,904 patient-hours. The average daily attendance was 27. The recreational therapy department registered a patient-attendance of 22,582 at the 1,740 scheduled activities of a widely varied nature, both in hospital and extra-hospital settings.

Ancora's Utilization Review and Medicare procedures continued to be carried out in accordance with Federal requirements. Physicians on the Utilization Review Committee reviewed 683 charts during the year and 356 Medicare patients were reviewed regarding recertifications.

DIVISION OF TRAINING AND RESEARCH

The Deputy Medical Director, who served as Director of Training, became a diplomate in psychiatry upon successfully completing examinations conducted by the American Board of Psychiatry and Neurology in March 1968. At the end of the fiscal year he terminated his employment to assume other duties and responsibilities as a physician in the State of California.

There were 12 psychiatric residents in training during the past year. One resident successfully completed training; 3 terminated their employment because of personal reasons; and 8 remained in training as of the end of the fiscal year. The Residency Program, as

well as medical staff training, progressed according to plan throughout the year. To further augment training for third-year residents, a six-month course was added providing training in the Temple University Outpatient Department and Community Psychiatry Department.

A post-graduate course in "Applied Office Psychiatry" was sponsored by this hospital in cooperation with the Institute of Pennsylvania Hospital, Philadelphia. Given at Ancora, this twelve-week course of four-hour sessions was attended by 9 Ancora physicians and 12 from the surrounding community.

In Professional Nurse training during the past year were 13 employees who were granted nursing scholarships. Five of these students were in their first year of training, 1 in the second year and 7 graduated. Five new candidates were selected to start this training in the 1968 Fall term.

The Psychiatric Technician Training Program had 7 trainees enrolled at the end of the fiscal year; their training will be completed on August 10, 1968. In the U.S. Public Health Grant Program, 49 Institutional Attendants were graduated from the 3 nine-week courses. The Level I Training Program was completed by 154 aides during the year.

The various affiliate programs at this hospital were participated in by 33 Professional Nurse students and 128 Practical Nurse students, as well as 14 Nursing Aide students from Edgewood Regional High School. The Medical, Patient and Nurses' Libraries continued to expand over the past year and a Junior Librarian Assistant was hired to assist the Medical Librarian. The Medical Library had 5,973 books at the close of the year; the Nurses' Library had 475; and the Patients' Library had 6,306.

Over the past year the Ancora Suicide Prevention Telephone Service continued to gain wide-spread recognition and to draw informational requests from many hospital and educational institutions. A total of 153 calls were handled in this emergency service during the past year. Appearing in the April 1968 issue of MENTAL HYGIENE was the article "A Suicide Prevention Center in a Public Mental Hospital", which was a discussion of Ancora's anti-suicide service. In May 1968 the Medical Director read a paper on "Organization of a Suicide Prevention Center" before the Special Scientific Session on Suicide at the annual meeting of the Medical Society of New Jersey in Atlantic City.

PERSONNEL DEPARTMENT

Compared with the previous year, the past year had a slight decrease in turnover rates. The majority of turnover remained in the categories of Institutional Attendants and Food Service Workers. There was significant improvement, however, in our ability to recruit and retain male Institutional Attendants; this was formerly a serious problem. It appears that intensified recruiting and increased salaries have had a positive effect upon the recruitment of certain professional personnel; we have yet to reach, however, a point of stabilization of our employee population.

During the year 466 permanent, temporary, part-time and seasonal employees were hired and 369 were separated. This movement of employees is compared with last year in the following tables:

	<u>1968</u>	<u>1967</u>
Accession Rate	36.55%	31.96%
Separation Rate	27.71%	29.22%
Voluntary Quit Rate	25.89%	26.02%

Employees promoted during the year numbered 166; there were 52 reassigned to other positions; and 14 positions were reclassified to higher titles. Approval was received for the 28 requests submitted for salary adjustments. There were 13 grievances presented by employees, compared with 11 presented during the previous year.

The number of service-connected accidents increased, in comparison with the year before, but the number of lost-time accidents and working days lost dropped sharply. Of the 210 accidents reported during the past year there were 90 lost-time accidents resulting in a total of 400 working days lost. The prior year there were 160 accidents, 97 lost-time accidents and 844½ working days lost.

Annual physical examinations were made available to all employees for the first time this year. The Ancora Blood Replacement Program, held in conjunction with the American Red Cross, continued to supply the blood needs of all employees and their families for another year.

The annual Savings Bond Drive was again successful at Ancora, which continued to maintain its No. 1 position in enrollment among the V. J. State hospitals. With 125 new enrollments, the hospital had 54% participation in the purchase of "E" Savings Bonds and 98 employees signed up for Freedom Shares.

The Ancora Combined Charities completed its tenth year and the following appropriations were approved at its annual meeting in March:

March of Dimes	\$ 550.00
Camden County Heart Association	300.00
Atlantic County Heart Association	300.00
Employees' Night	221.68
Camden County Cancer Society	500.00
Atlantic County Cancer Society	500.00
Atlantic County Mental Health Ass'n.	500.00
Camden County Mental Health Ass'n.	400.00
Cumberland County Mental Health Ass'n.	200.00
Burlington County Mental Health Ass'n.	200.00
Cape May County Mental Health Ass'n.	200.00
Salvation Army - Atlantic City	100.00
Salvation Army - Camden	100.00
Multiple Sclerosis	200.00
Hammonton Rescue Squad	100.00
Atco Ambulance	100.00
Camden County United Fund	350.00
Muscular Dystrophy	300.00
Cerebral Palsy	200.00
Employees' Welfare Fund	150.00
Patients' Welfare Fund	1,000.00
Southern Conference Christian Leadership Fund	<u>1,000.00</u>
TOTAL	\$6,571.68

SECURITY DEPARTMENT

The hospital grounds were given 24-hour coverage by the Security Department. The department's activities included 763 general police investigations, 14 criminal investigations, and 67 traffic investigations. In its identification work the department recorded finger printing and photographing 3,132 patients and 583 employees, including affiliating students.

DEPARTMENT OF PUBLIC HEALTH AND SANITATION

The department reports that the Hospital Units continued to maintain good environmental sanitation. Checks by the Hospital Laboratory and the Department of Health Laboratory consistently showed water to be uncontaminated. The regular schedule of sanitation inspections and a program of insect and rodent control were effectively maintained by the department through the year.

BUSINESS DIVISION

The average daily population was 1,535 a decrease of 277 compared to last year. Expenditures totalled 7.47 million dollars and reflect a daily per capita cost of \$13.29. A total of 3.77 million dollars was collected as revenue and credited to the State Treasurer.

Profits from the operation of the Anconage, as well as interest earned from Patients' Trust Fund Savings Certificates, were transferred to the Welfare Fund in accordance with existing statutes. Welfare funds were utilized to black-top the childrens' play yard and to complete major repairs to the swimming pool.

The Cashier's Office was burglarized in November and, as yet, no missing items have been found. Claims received from patients who lost their valuables in this robbery are being processed by the Deputy Attorney General. A public sale of unclaimed valuables of patients netted \$962.50, which will be transferred to the State Treasurer at the end of Fiscal 1969.

Local cemeteries have increased their charge for burials and undertakers are finding it less profitable to bury our Social Security patients for the \$250 maximum. A request has been forwarded to Central Office to utilize the hospital cemetery for these burials.

The State of New Jersey won a \$9,803.00 verdict against the contractor who failed to complete the air conditioning job for the medical-surgical wards. Approximately \$6,600.00 of this award is due Ancora's Welfare Fund and represents the additional cost involved in having another contractor finish the job.

The Fire and Safety Department conducted 292 accident investigations; answered 40 fire calls, as well as 104 miscellaneous calls for assistance; and held 12 unannounced fire drills. A fire in the Maintenance Shops, located in the basement of Holly Hall, re-emphasized the hazard that exists in this patient-occupied building. Positive latches for stairway and corridor doors, as required in the new Fire Protection and Safety Regulations, have been requested in the budget; repeated again is our request for a fire house and an aerial ladder truck. The State Safety Supervisor conducted a one-day seminar on safety for members of the department and the Spring lectures conducted by the N. J. State Fire College were held at Ancora.

The Food Service Department continued to provide an excellent standard of service, although handicapped by budgetary insufficiencies. Shortage of patient help forced the closing of one side of the patients' dining room in order to better utilize available personnel; additional positions have been requested in the budget to compensate for this shortage. An increase in the food allowances is also needed so that additional meat, poultry, canned and fresh fruit and frozen vegetables may be served.

The Housekeeping Task Force which is responsible for all major cleaning in patient areas finished its second tour of these buildings. Inaugurated in June 1967 this program has been a tremendous help in improving the appearance and cleanliness of these areas. New furnishings were provided in six homes to be used by physicians in the Residency Training Program. Four automatic scrubbing machines were received, completing the program of supplying all patient buildings with this type of equipment. Four Weinstein-Davidson water mattresses were purchased and placed in the medical-surgical and geriatric areas and should prove helpful in preventing the formation of decubiti.

The gradual replacement of stoves and refrigerators in the Edgewood and Staff Homes continued and wooden chairs in the Patients' Cafeteria were replaced with more attractive fiberglass models. Funds were approved to purchase air conditioners for the Patients' and Medical Libraries and budget requests have been made for installation of this vital treatment aid in patient buildings.

The Laundry processed a total of 5,092,595 pounds during the year; 69% was from Ancora and the remainder came from Vineland State School, Vineland Soldiers Home and Leesburg Prison Farm. Power black-outs that may occur during the summer months will present a problem, inasmuch as our emergency power cannot handle this load during daytime hours when other services are in use.

The Vehicular Garage continue to operate in a very inadequate surplus Quonset hut; a suitable building to house this facility has again been requested in the budget. Replacements received during the year included two station wagons, two passenger sedans and a jeep.

The Grounds Department, handicapped by the decrease in patient help, was forced to request additional temporary positions to maintain the grounds during the summer months. The N. J. Extension Service is conducting a series of fertilizer experiments, using our container-grown American Hollies and Azaleas. Ancora was host to the third Horticultural Therapy Workshop, attended by the County Agricultural Agents and representatives of Institutions and Agencies. The greenhouses were utilized to provide horticultural therapy to 327 patients during the year.

Preliminary plans and recommendations for the Water Treatment Plant have been submitted by the Sanitary Engineer and are under study by the Bureau of Construction. It is recommended that a central treatment plant be constructed east of the laundry and that a new larger capacity well be drilled to replace wells 1 & 2; the estimated cost is \$255,673.00.

The hospital held its second unannounced two-hour blackout on June 14 to check the operation of the generators. It was again demonstrated that if this hospital is to function properly under emergency power, additional generators are needed. Two have been requested in the budget; one of these has been approved and is being processed by the Bureau of Construction. The replacement of the governors on the generators has been delayed due to insufficient funds to meet the lowest bid submitted; permission has been requested to have hospital personnel install the governors under factory supervision. These units are urgently needed to synchronize the electric load output and eliminate the danger of overload and serious damage to the generators.

The snow storm on February 29 downed electric and telephone lines in the Edgewood area; a total of 42 homes were without power until repair crews could be spared by a private contractor. The annual inspection of all electrical installations and equipment was completed by the Middle Department Association of Fire Underwriters and the exterior of the Edgewood and Staff Homes received their triennial cost of paint.

The conversion of two patient dormitories to separate rooms was completed in Cedar Hall. Federal Grant funds made possible the construction of an outdoor running track, a basketball court and a shower area to provide recreation for the children in Willow Hall. Tartan surfacing was installed in patient shower and dressing rooms in Elm and Maple Halls to eliminate the slippery conditions that have caused numerous falls among patients in these areas. Larger exit doors were installed between wards on the second floors of Holly, Larch, Cedar and Elm Halls to permit the transfer of bed patients from one side to another in the event of an emergency. A Geriatric Homemaking Unit in Spruce Hall was provided from Federal Grant funds. Alterations to the x-ray suite were completed and a new automatic film processing unit was installed.

The Staff Room and Telephone Switchboard Room were renovated. Electric service was installed in the circle at Main Drive and the institution boundary lines were surveyed by the Bureau of Construction.

Approved under Capital Construction for Fiscal 1969 are the construction of a building to house all maintenance shops; conversion of patients dormitories to rooms; and a new system of water treatment to incorporate chlorination and fluoridation.



Harry H. Brant, Jr., M.D.
Medical Director and
Chief Executive Officer